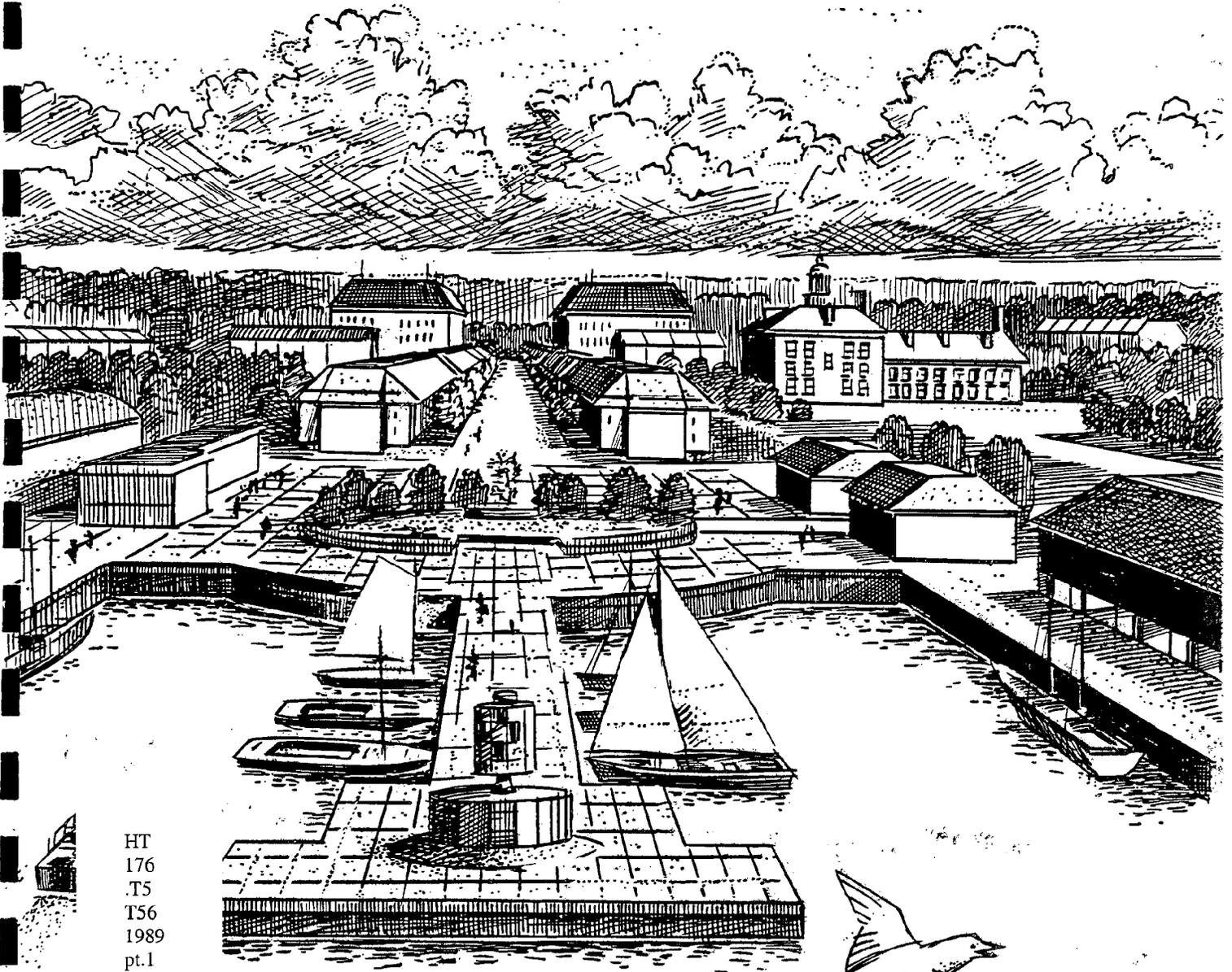
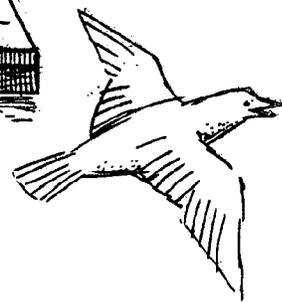


TINICUM WATERFRONT VISION FOR YEAR 2000



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**Part One
Action Plan
RDC Institute**

TINICUM TOWNSHIP
WATERFRONT FEASIBILITY ANALYSIS

PART I

ACTION PLAN

TINICUM TOWNSHIP
DELAWARE COUNTY, PA

JULY 1989

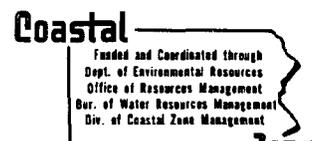
RDC INSTITUTE, INC.

UPLAND, PA 19015

Part 1

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and

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2nd and Orange Streets
Media, PA 19063

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Section I
PREAMBLE

The Tinicum Waterfront, like most other waterfronts in this country was, until recently, one of the most neglected resources of our time. Waterfronts were allowed to deteriorate as a result of underutilization, inadequate planning, and lack of private investment into new water related projects. Because of this type of neglect, Tinicum is now experiencing all the problems associated with the declining properties fronting on waterways. Some of these problems consist of conflicting land uses, deteriorating piers and bulkheads, siltation of navigable waters, and lack of public access to the river.

RDC Institute, Inc. (RDC) a private, non-profit economic development organization whose major mission is to encourage and stimulate economic growth, received a grant from The Pennsylvania Coastal Zone Management Program as a beginning to combat these conditions. This grant has been used to develop a Tinicum Township Waterfront Action Plan. The principal objectives of this project are to stimulate economic activity, encourage the construction of a public boat ramp, and make recommendations regarding physical improvements to both off-shore and on-shore conditions. This document presents a strategy for transforming the Tinicum Waterfront into a more attractive, accessible waterfront which will provide efficient use of properties and enhance economic activities in the community.

Because of the complexity of issues related to this project, RDC sought the services of a private consultant with extensive and combined experience in economic development, real estate marketing, marina, and waterfront development.

Through a competitive selection process, Land Design/Research, Inc. (LDR) of Columbia, Maryland was selected as the primary consultant. LDR is recognized nationally and internationally for its successful design of urban waterfronts, mixed-use developments, and town center revitalization strategies.

The Delaware County Planning Department (DCPD) was also added to the project team to bring to bear their extensive knowledge of local attitudes, government policies and land use objectives, as well as their specific expertise in demographics, land use characteristics and data collection and analysis.

Together, these three agencies have developed a strategy to bring Tinicum's waterfront back to full potential.

The report is structured into a three-part document. The three-part format is used to present the Action Plan and supporting documents in a simplified method, so township officials, existing property owners, and prospective private investors can use this document with the greatest of ease. Part I explains the development plan and the steps that are

necessary to implement improvements. Parts II and III examine the data that was analyzed and the rationale supporting the recommendations. They can be appreciated separately or referenced together for a complete overview.

Part I. "Action Plan"

This section is the result of the analyses of the economic, physical, and regulatory environments of the community. It contains the recommended development program that envisions the Tincum Waterfront in the future. It identifies appropriate water-related and water dependent uses for future development and other areas for physical improvement. The Action Plan is an identification of a series of actions that need to be carried out to accomplish the development program. It provides the immediate and long-range steps that must be taken to bring Tincum's Waterfront to full potential.

This section can benefit anyone who has an interest in investing in the Tincum Waterfront, current landowners, prospective developers, or water recreation enthusiasts. Also, it is a guide to assist government officials in their public policy deliberations regarding the waterfront area.

Part II. "Background I"

This section discusses the economic and demographic conditions of the region. It also discusses off-shore conditions, such as the severe siltation and shoreline conditions. Alternative scenarios for addressing shoreline stabilization are discussed in this section, and a detailed section of assessment of the residential market, marina slips and dry storage market support is included. This section helps the reader understand why certain recommendations were made for new waterfront development.

Part III. "Background II"

This section consists of data that was analyzed for input into the Action Plan. It discusses the demographics at the local level and identifies certain trends within the project area. It also discusses policy documents such as the Township's Comprehensive Plan and Zoning requirements for waterfront development and provides information on existing infrastructure and public services within the community. Regulations at the local, state and federal levels which must be considered when contemplating waterfront development are also discussed.

The Tincum Waterfront Action Plan has been developed for the purpose of bringing the Tincum Waterfront to its full potential. There are many opportunities and constraints to

new water related and water-dependent uses along the Tincum Waterfront. This Plan does not provide all the answers, but it is an initiative to begin the transformation. We trust that this Action Plan will serve as a valuable resource for public officials making decisions, existing property owners who are considering improvements to their properties, and prospective private investors interested in the Tincum Waterfront.

Section II

RECOMMENDED DEVELOPMENT PROGRAM

The physical and market constraints appear to dramatically limit the development potential of the study area. However, the Tincum Waterfront Study Area is similar to many other urban waterfronts which have been successfully revitalized. The basic components for successful redevelopment are present and it is important to recognize that waterfront revitalization is a long term process. The positive attributes of the study area should not be underestimated. With the proper infrastructure, there is great potential for the development of a historically significant, water dependent destination. The envisioned waterfront would consist of facilities which utilize the river intensively (commercial and recreational), create jobs, and benefit the region as a whole.

The development program and site plan presents ranges to provide the flexibility to respond to market conditions and funding availability. The development program represents the first step in this process and should be considered a working blueprint for the restoration of the shoreline and its waters. Table 1 presents the public sector development program which could be achieved upon build out. This program will probably be phased over ten years, and dependent upon funding availability. However, items detailed in Table 1 are seen as necessary "seed" projects to entice private investment. The cost ranges reflect gross level estimates and should be viewed as preliminary in nature. These estimates are considered adequate to provide guidance in programming the next phase of the redevelopment process. Tables 1A and 1B allocate the public costs which are associated with the two major areas of development within the study area (illustrated in Exhibits 2 and 3).

Table 2 illustrates the phased private sector development program. The phasing plan reflects both market demand and land supply. The accompanying site plan illustrates the proposed locations of each use (Exhibit 1). Exhibits 2 and 3 illustrate the two major areas of development within the study area. Exhibit 2 details a new residential and commercial district which will act as a gateway for the new Tincum Waterfront. Exhibit 3 details the new Westend of the Tincum Waterfront.

Table 1

TINICUM STUDY AREA
PUBLIC SECTOR DEVELOPMENT PROGRAM AND EXPENDITURES

Public Improvements	Cost per Sq. Ft. or Linear Ft.	Quantity	Total Cost	Maintenance Cost
Dredging	\$ 500 - \$550	8,700 Ft.	\$ 4,350,000 - \$ 4,785,000	\$ 1,450,000 - \$1,595,000
Stabilization				EVERY 3 YEARS
Shoreline	\$2,300 - \$2,500	1,140 Ft.	\$ 2,622,000 - \$ 2,850,000	
Promenade: (1)	\$60 - \$130	1,400 Ft.	\$ 84,000 - \$ 182,000	
Nature Walk:	\$18 - \$ 24	3,200 Ft.	\$ 57,600 - \$ 76,800	
New Roadways: (2)				
2nd St. Marina Drive	\$ 130 - \$150	1,300 Ft.	\$ 169,000 - \$ 195,000	
Wanamaker Avenue	\$ 185 - \$200	1,880 Ft.	\$ 347,800 - \$ 376,000	
New Sidewalks				
Residential Areas:	\$ 24 - \$ 68	960 Ft.	\$ 23,040 - \$ 65,280	
Commercial Areas:	\$ 40 - \$102	440 Ft.	\$ 17,600 - \$ 44,880	
New Sweden Plaza:	\$ 5 - \$ 9	4,840 Sq.Ft.	\$ 21,780 - \$ 41,140	
Landscaping:	\$ 25 - \$ 35	6,360 Ft.	\$ 159,000 - \$ 222,600	
Parking				
Boat Launch Parking & Circulation:	\$ 5 - \$ 6	14,652 Sq. Ft.	\$ 73,260 - \$ 87,912	
Boat Launch:	\$ 4 - \$ 5	3,000 Sq. Ft.	\$ 12,750 - \$ 13,500	
Emergency Services Building, Fisheries, & Marine Police:	\$ 50 - \$ 60	28,000 Sq. Ft.	\$ 1,400,000 - \$ 1,680,000	
			\$ 9,337,830 - \$10,620,112	

Notes:

- (1) The cost of acquiring Right-of-way is not included.
- (2) Should only be built if there is shoreline stabilization. (Marina Drive)

Table 1A

TINICUM STUDY AREA
PUBLIC SECTOR DEVELOPMENT PROGRAM AND EXPENDITURES
WEST END REDEVELOPMENT AREA

Public Improvements	Cost Per Sq. Ft. or Linear Ft.	Quantity	Total Cost	Maintenance Cost
Dredging	\$500 - \$550	2,300 Ft.	\$1,150,000 - \$ 1,265,000	\$383,333 - \$421,667 Every 3 Years
Stabilization				
Shoreline:	\$2,300 - \$2,500	1,140 Ft.	\$2,622,000 - \$ 2,850,000	
Promenade:	\$60 - \$130	1,400 Ft.	\$84,000 - \$182,000	
Nature Walk:	\$18 - \$24	3,200 Ft.	\$57,500 - \$76,800	
New Roadways (1)				
3 Lane Road:	\$130 - \$150	0 Ft.	\$0 - \$0	
2nd Street:	\$185 - \$200	1,150 Ft.	\$212,750 - \$230,000	
New Sidewalks				
Residential Areas:	\$24 - \$68	0 Ft.	\$0 - \$0	
Commercial Areas:	\$40 - \$102	0 Ft.	\$0 - \$0	
New Sweden Plaza:	\$5 - \$9	0 Ft.	\$0 - \$0	
Landscaping:	\$23 - \$35	2,300 Ft.	\$57,500 - \$80,500	
Parking:				
Boat Launch Parking & Circulation:	\$5 - \$6	14,652 Sq. Ft.	\$73,260 - \$87,912	
Boat Launch:	\$4 - \$5	3,000 Sq. Ft.	\$12,750 - \$13,500	
Emergency Services Building, Fisheries, & Marine Police:	\$50 - \$60	28,000 Sq. Ft.	\$1,400,000 - \$1,680,000	
			\$5,669,860	\$6,465,712

Notes:

(1) The cost of acquiring Right-of-way is not included.

Source: LDR Development Economics & RDC Institute, Inc.

Table 1B.

TINICUM STUDY AREA
PUBLIC SECTOR DEVELOPMENT PROGRAM AND EXPENDITURES
NEW SWEDEN WATERFRONT COMMUNITY

Public Improvements	Cost per Sq. Ft. or Linear Ft.	Quantity	Total Cost	Maintenance Cost
Dredging	\$500 - \$550	1,500 Ft.	\$ 750,000 - \$ 825,000	\$250,000 - \$275,000 Every 3 years
Stabilization				
Shoreline:	\$2,300 - \$2,500	0 Ft.	\$0 -	\$0
Promenade:	\$60 - \$130	0 Ft.	\$0 -	\$0
Nature Walk:	\$18 - \$24	0 Ft.	\$0 -	\$0
New Roadways (1)				
Marina Drive (2)	\$130 - \$150	830 Ft.	\$ 107,900 - \$ 124,500	
Wanamaker Avenue	\$185 - \$200	730 Ft.	\$ 135,050 - \$ 146,000	
New Sidewalks				
Residential Areas:	\$24 - \$68	960 Ft.	\$ 23,040 - \$ 65,280	
Commercial Areas:	\$40 - \$102	440 Ft.	\$ 17,600 - \$ 44,880	
New Sweden Plaza:	\$5 - \$9	4,840 Sq.Ft.	\$ 21,780 - \$ 41,140	
Landscaping:	\$25 - \$35	3,120 Sq.Ft.	\$ 78,000 - \$ 109,200	
			\$ 1,133,370 - \$1,356,000	

- (1) The cost of acquiring Right-of-Way is not included
- (2) Should only be built if there is shoreline stabilization.

Source: LDR Development Economics & RDC Institute

Table 2

Tinicum Study Area
Private Sector Development Program

	<u>Phase I</u>	<u>Phase II</u>	<u>Phase III</u>	<u>Phase Total</u>	<u>Estimated Private Sector Investments</u>
<u>Residential - Townhouses</u>					
\$ 79,100 - \$103,800	32	32	0	64	
\$ 92,300 - \$118,700	15	15	0	30	
\$ 105,500 - \$148,300	<u>9</u>	<u>9</u>	<u>0</u>	<u>18</u>	
Subtotal:	56	56	0	112	\$ 10,150,000.00
<u>Residential - Rental Apts.</u>					
\$410 - \$470	23	13	0	36	
\$470 - \$520	22	21	0	43	
\$520 - \$550	38	30	0	68	
\$550 - \$640	24	24	0	48	
\$640 - \$670	<u>8</u>	<u>11</u>	<u>0</u>	<u>19</u>	
Subtotal:	115	99	0	214	\$ 8,560,000.00
<u>Marina</u>					
<u>Net Slips:</u>					
Low Density:	206	234	285	725 Slips	
Medium Density:	263	298	364	925 Slips	
High Density:	320	363	442	1,125 Slips	\$ 3,375,000.00
Dry Storages:	372	416	413	1,200 Spaces	\$ 4,800,000.00
<u>Retail</u>					
<u>Specialty Use:</u>					
Low Density:	0	10,500	10,500	21,000 Sq. Ft.	
High Density:	0	12,000	19,000	31,000 Sq. Ft.	\$ 2,325,000.00
<u>Commercial Retail:</u>					
Low Density:	6,000	6,000	6,000	18,000 Sq. Ft.	
High Density:	12,000	12,000	12,000	36,000 Sq. Ft.	\$ 2,700,000.00
<u>Marina Retail:</u>					
Low Density:	5,000	10,000	12,000	27,000 Sq. Ft.	
High Density:	5,000	12,500	12,500	30,000 Sq. Ft.	\$ 2,250,000.00
<u>Office</u>					
<u>Marina Office:</u>					
Low Density:	2,000	4,000	4,000	10,000 Sq. Ft.	
High Density:	4,000	8,000	8,000	20,000 Sq. Ft.	\$ 1,800,000.00
<u>Improvements</u>					
	<u>Cost Per Sq. Ft.</u>		<u>Quantity</u>		
	<u>Or Linear Ft.</u>				
Stabilization					
Shoreline	\$ 2,300		5,660 ft.		\$ 13,018,000.00
Promenade	60		2,010 ft.		\$ 120,000.00
				<u>Total</u>	<u>\$ 49,098,600.00</u>

Source: LDR Development Economics and RDC Institute

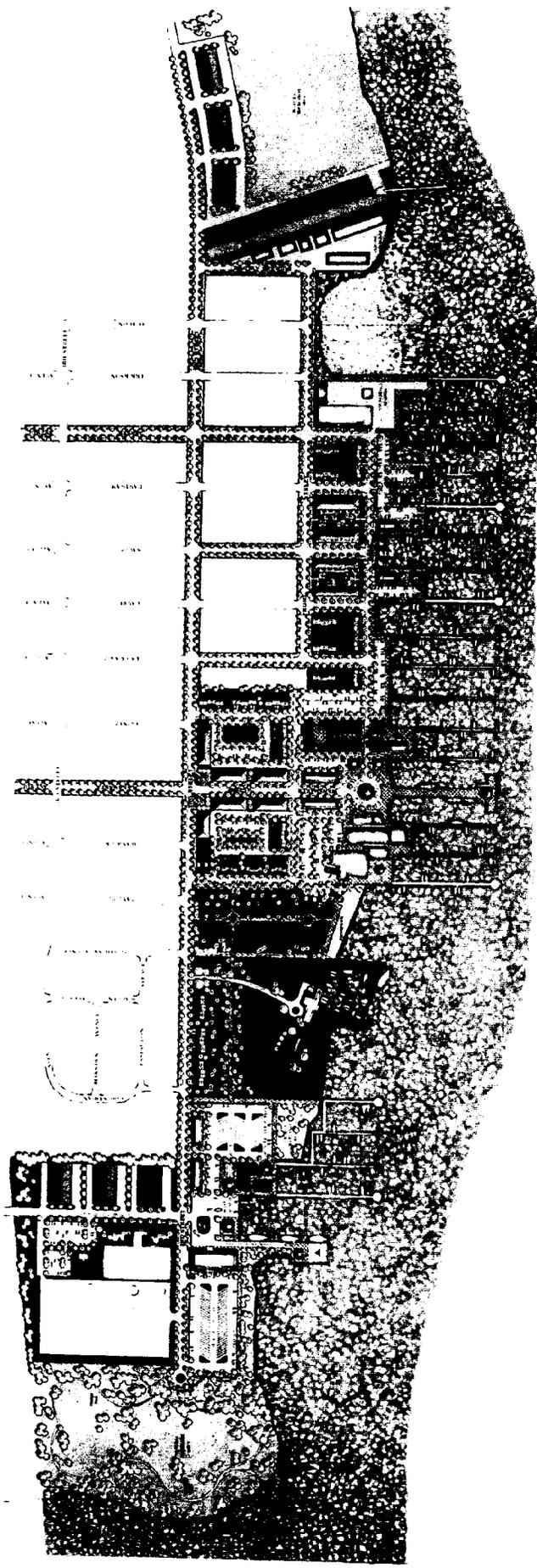


Exhibit 1
ILLUSTRATIVE SITE PLAN
TINICUM WATERFRONT
TINICUM TOWNSHIP, PENNSYLVANIA

NO. 10
LANDMARKS REPORT, INC.
June 1987
Scale: 1" = 100'



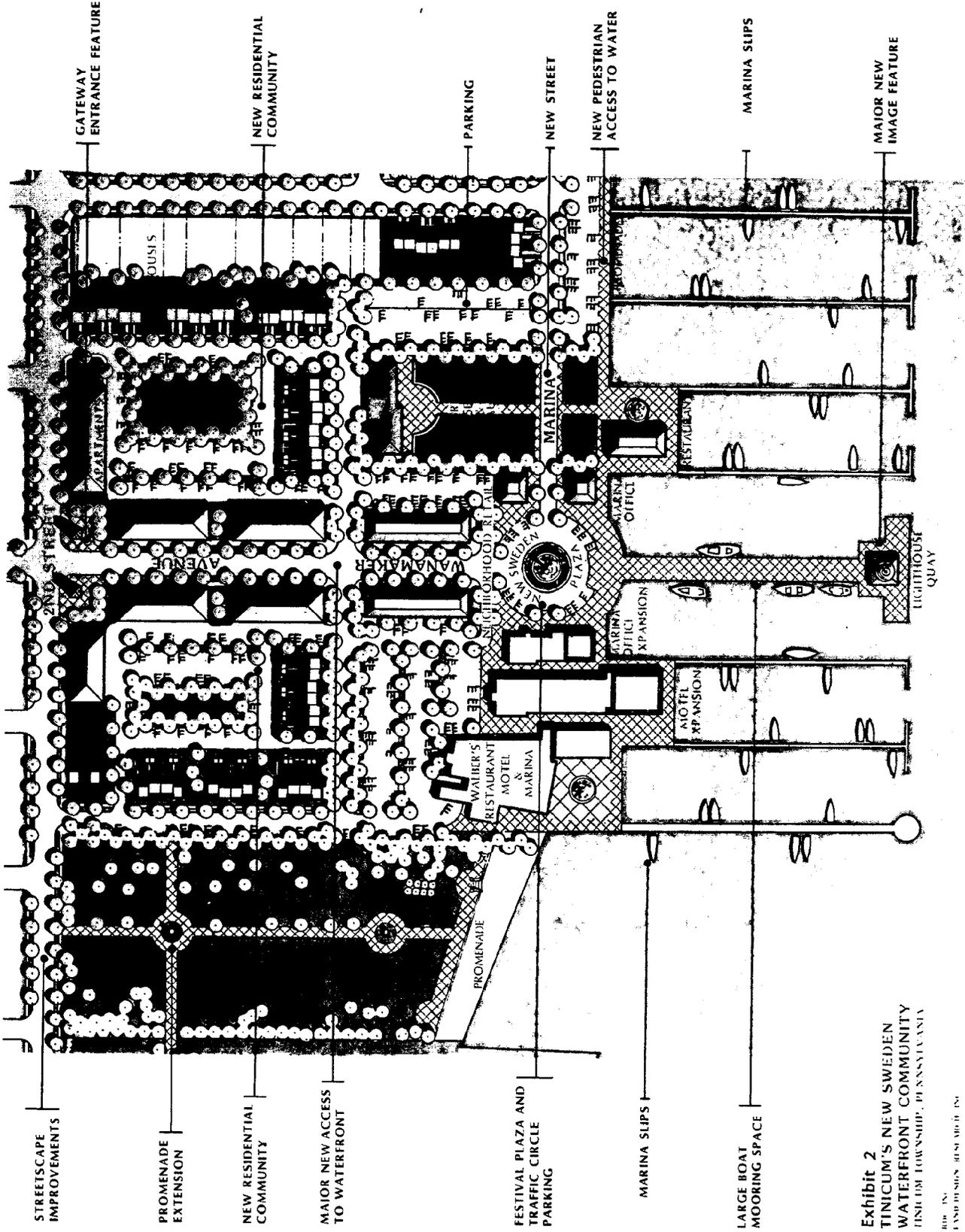


Exhibit 2
TINICUM'S NEW SWEDEN
WATERFRONT COMMUNITY
 TINSUM TOWNSHIP, PENNSYLVANIA

HOW TO USE THIS PLAN
 LAND DESIGN CONSULTING

June 1988
 Scale: 1" = 50'



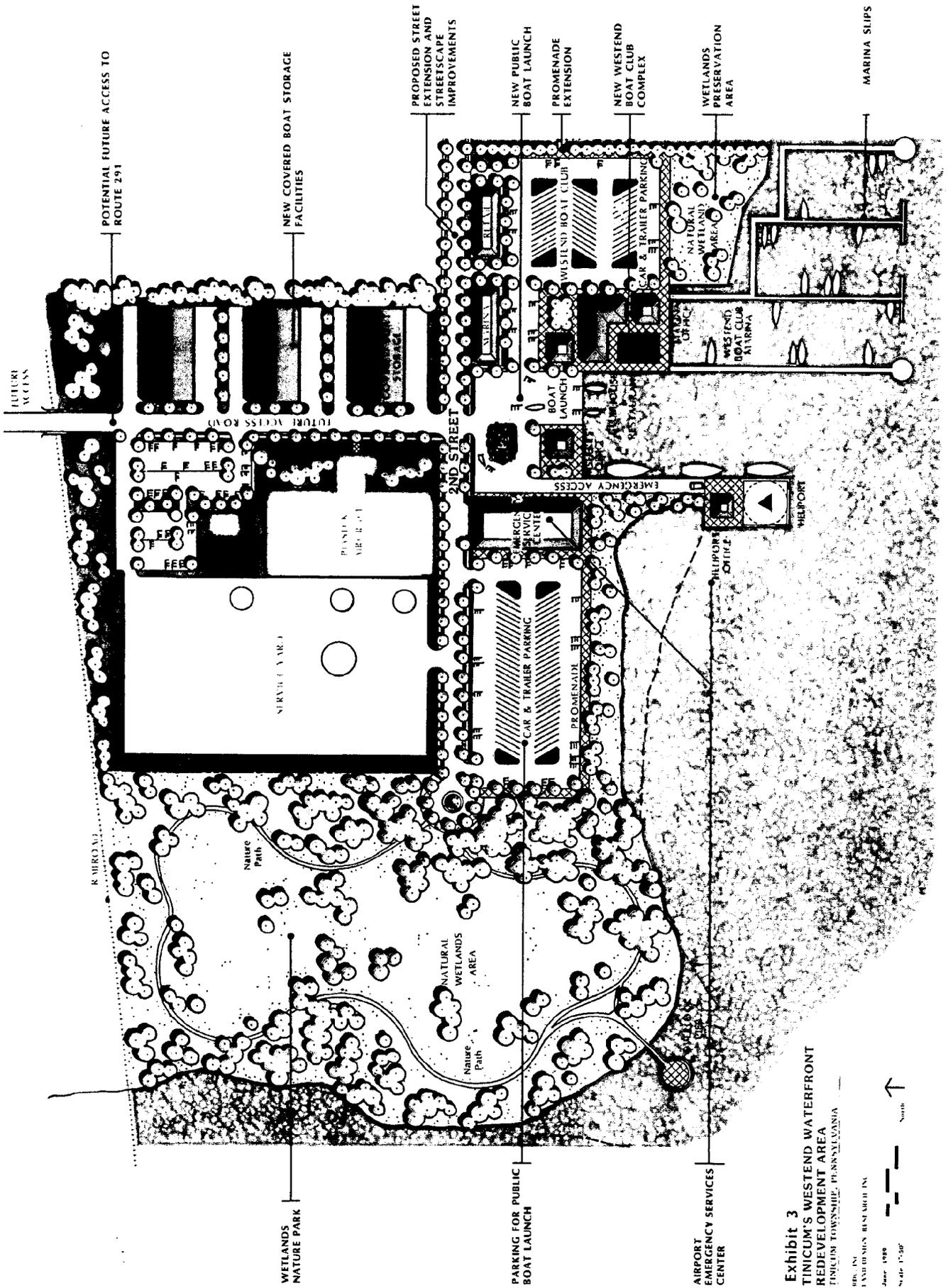


Exhibit 3
TINCUM'S WESTEND WATERFRONT
REDEVELOPMENT AREA
 TINCUM TOWNSHIP, PENNSYLVANIA

URS, INC.
 LAND DESIGN RESEARCH, INC.
 June, 1999
 Scale: 1" = 50'



Road Improvements and Enhancement

The site plan illustrates three major road improvements: Wanamaker Avenue (extended), 2nd Street (extended), and Marina Drive (new) along the waterfront. Wanamaker has been extended to create a gateway entrance to the project. The road will provide direct access to the water and will terminate in New Sweden Plaza. Parking is provided on street and at the terminus. The street will be tree lined and the view corridor will provide visitors with a sense of arrival. 2nd Street has been extended to provide access to the boat storage facilities and parking for the boat launch and nature area. The site plan also envisions future bridged access over the railroad tracks to provide another linkage with State Route 291; this will intersect with 2nd Street extended. The new frontage road has been created to facilitate better vehicular access to the waterfront uses. This road also enhances traffic flow with the creation of a loop from Wanamaker Avenue (extended) to Jansen. Traffic volumes will increase, but the existing road system with the recommended improvements should have the capacity to handle increased traffic flows. Speed limits should be low and appropriate for residential neighborhoods. Installation of a few new stop signs/lights at major intersections should ensure safety.

Landscaping and sidewalk improvements are also recommended to improve the pedestrian environment and circulation. Landscaping will generally consist of additional grass areas and new shade trees. Exhibit 6 illustrates a potential landscape treatment of Wanamaker Avenue in the proposed apartment area.

Parking Improvements

The site plan was developed with strong sensitivity towards parking needs. A total of 1,584 new parking spaces have been provided. 1,490 spaces are planned for new residents and visitors and 94 car and trailer spaces are planned for the public boat launch. Of the 1,490 spaces, only 188 will be new "on street" parking. The remainder are accommodated by landscaped parking lots, residential garages, and driveways. New off street parking will be essential for better traffic flows and general circulation.

Riverfront Promenade

The site plan illustrates a riverfront pedestrian promenade from the natural area adjacent to Darby Creek to the Anchorage Marina. This concept provides public access to the water for the most of the study area. Public access will be an important issue in obtaining funding and approval of this project. The promenade closely follows the existing shoreline and involves minimal cut and fill and large areas of wetlands are left undisturbed. The promenade also allows for better pedestrian access to the Governor Printz Park and the natural areas in the Study Area. Construction should utilize the sheet

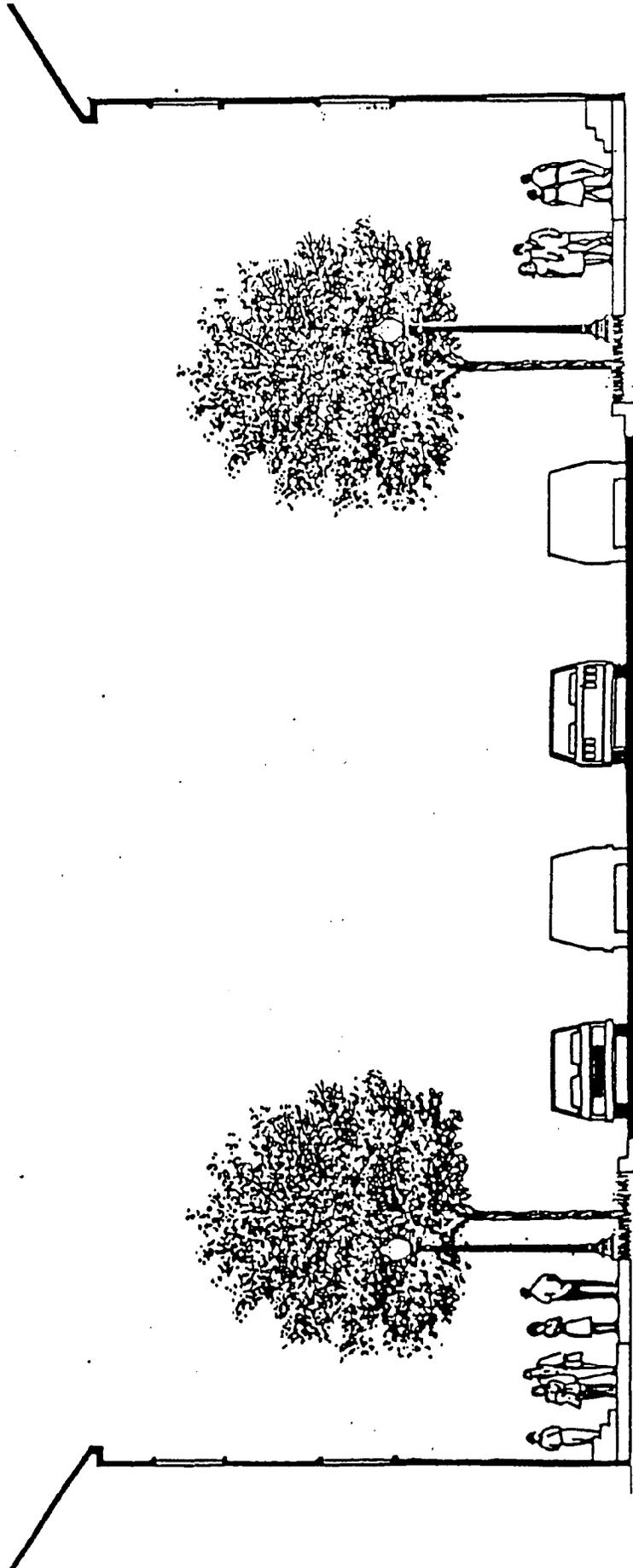


Exhibit 4 Potential Landscape Treatment

piling and relieving platform approach in the waterfront areas, sidewalks with special paving materials in the park and other fast land, and macadam or wood chip paths in the natural areas. The configuration of the promenade represents the least amount of environmental impact and greatest public access and will be helpful in the approval process.

Residential Development

Infill residential development will serve a market demand, as a buffer to the existing residents, and provide the architectural and thematic framework for the revitalization. The envisioned products should utilize architecture which associates with the historic elements of the study area; this will help to establish the image of the area as a destination. Residential development will also bring people back to the waterfront, create a sense of activity, and provide a captive market for the proposed service oriented retail space. Given the permitting process required for the dredging and shoreline stabilization, residential development will be the strongest component to initiate the project.

The higher density apartments are three story structures with the first floor consisting of parking. Parking ratios for these structures will range from 1.5 to 2.6 spaces per unit. Apartments are located along Wanamaker (extended) and 2nd Street, and south of Front Street between Bartram and Carre Streets. The apartments represent the tallest architecture and help to establish view corridors to the water.

Townhouse development will offer two types of units. Units which are located within the flood plain will have first floor garages, while the remainder will have detached garages. These units are located next to the existing residential neighborhoods and serve as a buffer to the high density development. Parking ratios for the townhouses range from 2 to 3.4 spaces per unit.

Retail Development

Several types of retail space are planned for the study area; community retail, marina retail, and specialty retail which consists of restaurants and boutiques.

Community Retail

This component should follow the residential development and has been located to the south of the apartments on Wanamaker (extended). Community retail consists primarily of service oriented establishments such as dry cleaners, food stores, and bank operations. The community retail is strategically located in the center of the project to serve the new

and existing residences as well as the future pedestrian traffic generated by the marinas and waterfront promenade. The site plan allows for 18,000 to 36,000 square feet of space which is located in two story structures.

Marina Retail

This component will follow marina development. The site plan allows for up 30,000 square feet. This will consist of boating supplies and equipment, snack bar, and possibly boat sales. Marina retail will be constructed near the water to cater to boaters and should be brought on line as the market is needed.

Specialty Use Retail

This is one of the last components to be developed and will consist of restaurants and boutique shops. Twenty-one thousand to thirty-one thousand square feet of space is proposed and should only come on line after sufficient levels of activity and critical mass are achieved. This product is proposed for the historic Lazaretto structure, and in two smaller buildings south of the community retail location. The Lazaretto Building should be restored and act as a signature building. The locations will serve the neighborhood as well as people utilizing the waterfront.

Office

Marina

Ten-thousand to twenty-thousand square feet of marina office space has been planned. The location of this space will be near the water's edge to serve boaters. The exact office space requirements for marinas is uncertain; the site plan allows for flexibility or small increments of speculative space. This space should be developed in conjunction with marina slips.

Emergency Services and Public Boat Launch

Twenty eight thousand square feet have been programmed for an emergency fire and rescue station, marine police, and the state fisheries office. These facilities would be developed with a large public boat ramp and parking for 94 cars with trailers. The component also includes space for a heliport for emergency medical and rescue transport. A heliport has been included to provide emergency medical transportation to shock

trauma facilities. The heliport could be a full time service and could accommodate the airport (air disaster), the state and local police (severe traffic accident or violent crime), and the major industrial complexes along the Delaware River (industrial accident). The current lack of adequate emergency access to the Delaware River (south of the airport) has raised serious questions as to fire and rescue service capabilities for the region. Current response times to water rescue and fire fighting efforts are considered inadequate by many. This component would dramatically improve funding potential from the federal government and should be developed upon approval.

The public facility is planned for the western portion of the site plan along the river. This is the best location for a boat launch because the location can accommodate the boat launch's parking and vehicular flow requirements and to accommodate quick access by emergency vehicles. This location also represents the fastest access point to the main channel of the Delaware River. Heliport facilities also require designated space which were only achievable at this location. The Marine Police and State Fisheries are already at this location but in substandard facilities.

New Westend Boat Club

Ten thousand five hundred to thirteen thousand square feet of new space has been allocated to the relocation of the Westend Boat Club on the river near the public boat ramp. The presence of the relocated club will supplement the restoration of recreational boating and the destination image of the study area.

Marina Slips

The study area can accommodate between 725 to 1,125 new marina slips. Market conditions are expected to support this level of slip development over a 15 year period. The low density program yields 725 slips and utilizes floating piers extending 400 feet into the back channel; the moderate density program extends 500 feet into the channel and will accommodate 925 slips; the high density program extends 600 feet into the channel and can accommodate 1,125 slips. Development of marina slips should follow dredging and the shoreline stabilization program. Slips should be developed in a phased program and should be responsive to market demands.

Dry Storage Facilities

Boat storage facilities are land consumptive and the most appropriate location is north of the boat ramp and near the Tinicum Industrial Park. Storage facilities need ramp access to the water and the warehouse structures are an appropriate and compatible land use at

these locations. This will allow marina operations to provide winter dry storage for their clientele without limiting public access to the waterfront. Storage facilities at these locations will also allow boats which do not require wet slips to be stored and launched without the inconvenience of trailering boats long distances.

The site plan details structured storage facilities. Industry standards indicate that the facilities become efficient and profitable at a 200 capacity. The buildings illustrated reflect the most efficient and profitable structures. Boats would be stacked four high and each structure would contain 200 boats. The site plan shows five buildings. Development of dry storage should only occur after construction of the boat ramp and a sufficient number of new marina slips.

Conclusion

Based on the revitalization initiatives, the study area constraints, and the market analyses, the Tincum Waterfront Study Area can accommodate a significant amount of development in a phased program. The proposed development program and site plan present a long term vision for the Tincum Waterfront. The plan envisions the creation of a recreational destination which could accommodate outdoor festivals and boating and educational events. The plan also envisions the Tincum Waterfront developing a graphic identity through the use of uniform signage and architectural coherence; all of which are linked to Tincum's rich water oriented heritage.

Section III
ACTION PLAN

This section provides a listing of project actions. The existing conditions have prohibited reinvestment in the area as well as inhibiting public use of the water. The recommended development plan is heavily oriented towards water dependent uses and the coherence of the plan necessitates an attractive and functional shoreline. The number and magnitude of development projects suggested in the Tincum Waterfront Site Plan and Recommended Development Program require a level of public and private expenditure that will clearly not occur overnight. The Waterfront Plan and Program is designed to bring about new development in a logical sequence, to maximize its impact and to assure that each project will be completed at the best time to support other existing and new development activities.

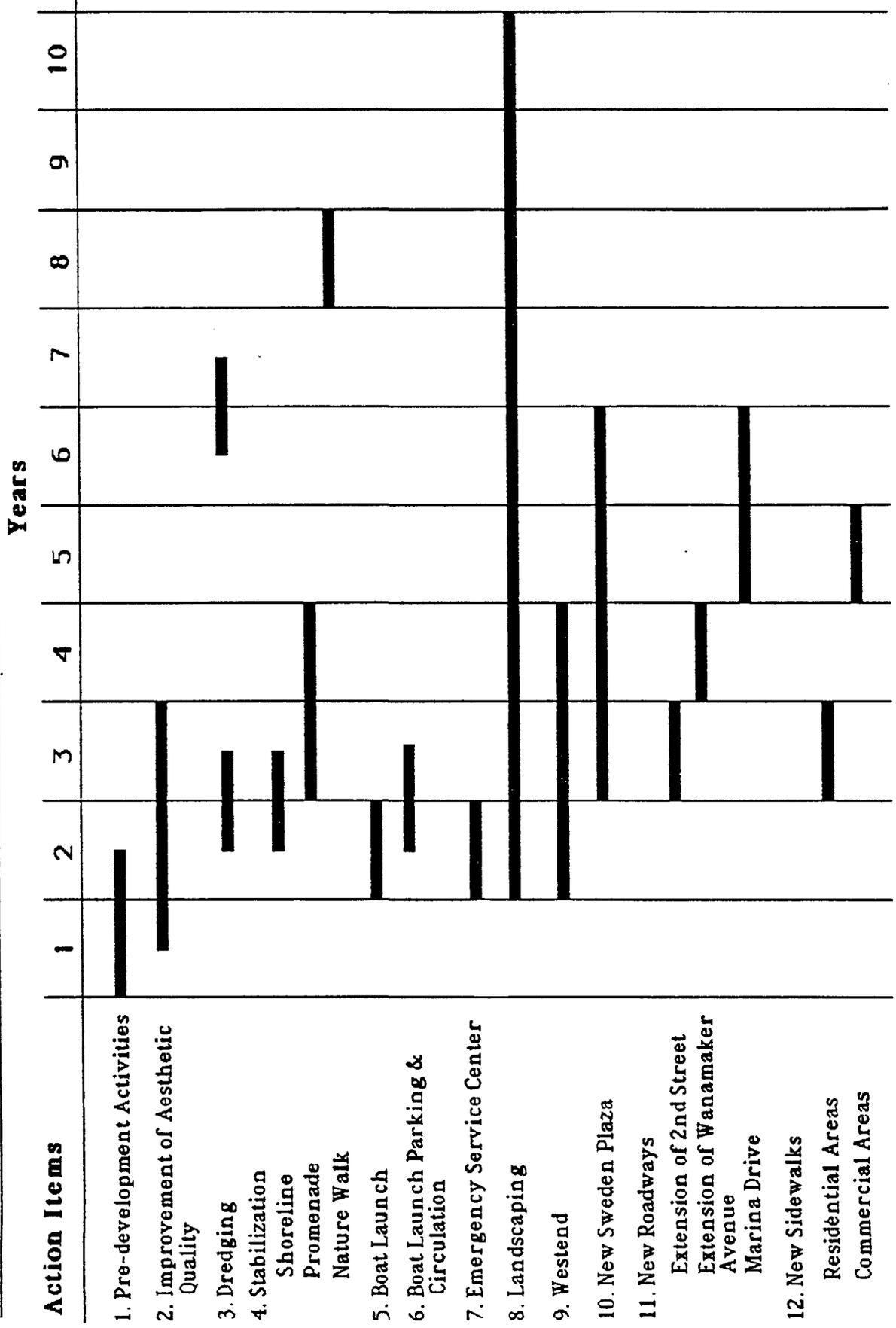
Most of the projects will go through a number of steps in the development process. The public improvement projects which include: 1) public boat ramps; 2) emergency services center; 3) riverfront promenade; and 4) new roadways will experience an extensive development process. Careful coordination of these projects is necessary because each is dependent upon the implementation and construction of one or more of the other projects. The development process or the methodology leading to the construction of these projects may include any or all of the following: 1) **project negotiations** (developer solicitation, selection, commitments, and financial packaging); 2) **land acquisition and negotiation**, demolition, land trades, and relocation; 3) **planning**, architecture and engineering; 4) **construction** (new or renovation); and, 5) **leasing** (of new office and retail space). In addition to individual project management, there must be close and careful coordination between projects within development sites and between major development sites. Exhibit 5 illustrates an estimated implementation schedule for the public infrastructure improvements.

The phased development of the Tincum Waterfront Study Area will require a number of coordinated actions. It is envisioned that the development of the pedestrian promenade and the marina operations will help to spur the redevelopment of sites adjacent to the waterfront area. It is essential that the current enthusiasm and momentum related to waterfront development be maintained and set into a systematic and continuing program of implementation.

The Tincum Waterfront Study Area Action Strategy that follows provides the immediate and longer-term steps that must be taken to bring about implementation in a logical and productive fashion. Seven essential first tier steps are recommended to enhance the initial success of the waterfront plan.

Implementation Schedule

Tinicum Action Plan



First Tier Actions

The first priority actions listed here are considered essential components of the Tincum Waterfront revitalization strategy. The predevelopment feasibility analyses provided in this document should be viewed as the first step in the process which establishes the broad parameters of the strategy and that identifies the issues that must be dealt with in the Action Plan.

1. Adoption of the Tincum Waterfront Plan and Program as the official guide to waterfront revitalization should be given immediate attention by the Township officials, local citizens, and the County.
2. Implement organizational recommendations; create a Tincum Waterfront Management Council/Commission as suggested in Part II, Background.
3. Present Tincum Waterfront Plan to UWAG (Urban Waterfront Action Group).
4. Concentration of available Waterfront Management Council's efforts on securing funding for recommended planning and engineering studies and for proposed infrastructure improvements as suggested in Part II, Background.
5. Initiate additional feasibility studies to determine or refine site specific conditions.
6. Adopt the Township's new zoning ordinance which features the waterfront district. This and action 3 will assist in the stabilization of existing water dependent uses, encourage other water dependent development, and encourage revitalization.
7. Establish and adopt building design and streetscape design standards.
8. Remove/remedy obvious code violations.
9. Coordinate with existing commercial uses to upgrade aesthetics of their respective properties.
10. Reassess mitigation and approach to shoreline stabilization.

This will require review of the plan with Township, County, State, and Federal officials who will be involved in the complex decision making process required for the authorization and funding the various elements of the project. This consensus building process will require careful orchestration and the involvement of the area's key public and private leadership.

Second Tier Actions

The second priority actions follow, and cannot really be implemented until the first priority actions are in place or in progress. Detailed planning and engineering for the shoreline improvements, for example, must be completed and various funding sources must be committed before private developers can be solicited. The reality of the plan must be clear to private investors before they can initiate the type and quality of development proposed.

1. Negotiate property and right-of-way acquisitions for promenade public facilities and road improvements.
2. Fund and initiate recommended shoreline stabilization and dredging programs.
3. Initiate street improvements.
4. Begin property acquisition and physical implementation of riverfront promenade and enhancements.
5. Initiate discussions/negotiations for the partial use of properties currently controlled by large property owners.
6. Development sites assembled and offered. Solicit and encourage developers interested in projects on parcels adjacent to the riverfront promenade, particularly those requiring little public financial support and those public projects that have already been programmed and funded.

Third Tier Actions

The following conditions will need to be satisfied so as to build upon early momentum and cultivate area-wide redevelopment efforts.

1. Continue, ultimately complete, development of riverfront promenade and street/pedestrian enhancements.
2. Continue to coordinate with existing commercial uses to assure aesthetic quality of their respective properties.

Section IV
ACTION AGENDA

To implement the redevelopment strategy for the Tincum Waterfront area, a coordinated set of initiatives will be needed. By grouping projects, negotiations, and other management initiatives by subject or discipline, it is possible to define a series of parallel effort areas or "tracks". This segmentation of efforts into coordinated but discreet task areas will provide focus, and will also help contain the sheer quantity of issues and problems within a manageable size for the respective public agencies involved. Lead responsibilities have been indicated for each track area, as well as likely supporting and coordinating roles. While these specific tasks are assigned to specific agencies, it should be understood that the Tincum Waterfront Management Council will continue to play a fundamental oversight and coordination role. These separate action "tracks" are described as follows:

Study Area:	Community Conservation and Public Infrastructure Improvements
Responsibility:	Tincum Township in cooperation with Tincum Waterfront Management Council
Timing:	May begin as soon as local waterfront management council is operational.
Relationships:	Continuing coordination will be desirable with the Council and the Planning Agencies (County and Township) to assure that site-specific actions are consistent with overall revitalization strategy. These efforts will also interface with zoning implementation and establishment of design standards. Efforts will also involve recruitment of Federal support for the initial an maintenance dredging programs, as well as the shoreline stabilization program.
Description:	Efforts can be positively reinforced to encourage individual property renovation, improvement, and new construction on infill sites. Current development efforts should be encouraged.

Establishment of the Tinicum Waterfront Management Council can act as a catalyst in attracting financing for individual property owners and smaller scale builders for substantial renovations and infill construction projects. The adopted revitalization strategy can be used to locate and identify individual properties and property groups where this approach is appropriate. The proposed establishment of design standards can provide useful technical information for application to individual renovation and new construction projects, and in the aggregate, gradually induce a greatly improved urban design environment, and overall community character.

The revitalization and reestablishment of water dependent uses is highly contingent upon the resolution of the siltation and shoreline constraints. The expenses related to these public improvements will necessitate Federal and State support. The Township must present a unified, organized front when lobbying for public funds and facilities. Recruitment of commercial users, and a Federal and/or State emergency services center will be instrumental in securing public funds for dredging and shoreline stabilization programs as well as providing the rationale for marina development and the construction of a public boat ramp.

Area 1:

New Westend (Exhibit 3)

Responsibility:

Tinicum Waterfront Management Council

with input and technical support from Township, County, State, and Federal officials as well as individual property owners.

Timing:

Ongoing and Immediate

Relationships:

Several public and private development project opportunities and several important street and parking improvements depend on gaining ownership and/or use of the properties in this study area. This is a

fundamental, priority initiative on which other aspects of the redevelopment strategy depend.

Description:

Negotiations for the partial acquisition or use of the Piasecki waterfront property need to be pursued aggressively. The location has emerged as the best development site opportunity for a public boat launch and emergency services center. The site plan reflects a situation which will necessitate a multi party joint venture and/or land exchanges. Preliminary planning and schematic design work will entail establishing building design and streetscape standards, and confirming the recommended plan for assigning appropriate levels of improvement to specific road segments, parking, building sizes, and dredging. Timing and coordination will be needed with road improvements and dredging. Funding and programming within four capital budgets (Federal, State, County, & Township) will have to be coordinated and then initiated.

Area 2:

**New Sweden Development Opportunity Sites
(Exhibit 2)**

Responsibility:

Private Sector Developers

with coordination with the Tincum Waterfront Management Council and the Township and County Planning Agencies, **and local residents.**

Timing:

Substantive project "packaging" for opportunity sites is not fully viable until some of the other efforts described above are completed or at least initiated -- approximately two to four years from now.

Relationships:

Opportunity sites which comprise this area will determine the character of the revitalization. The bulk of the economic revitalization (new jobs) is expected to occur in this area. The fruition of riverfront promenade and street improvement efforts will enhance this areas potential. Opportunity sites comprising lands presently owned by many property owners will depend on

community participation and joint venture efforts. As these conditions are met, however, the "packaging" and offering of development opportunity sites is one of the fundamental objectives of the overall redevelopment strategy.

Description:

This effort entails the assembly, consolidation, and/or acquisition of the identified project opportunity sites for redevelopment by the private sector. This may entail spot condemnations or acquisitions of individual properties to facilitate assembly, as well as serve as the conduit to the private sector for additional revitalization.

The initiatives described above are viewed as the range of efforts necessary and appropriate to implement the redevelopment strategy for the Tinicum Waterfront area. Additions, modifications and new directions to these initiatives should be expected to occur as efforts continue. A continuing coordination effort by the Tinicum Waterfront Management Council will therefore be necessary. Periodic updates and revisions to the revitalization strategy should also be undertaken as appropriate.

Perhaps the most significant impact on the waterfront Plan and Program implementation is the ability to successfully attract developers (including major renovation agreements by existing owners), negotiate financial agreements with them, and to create an atmosphere of mutual trust and respect. Simply put, the public and the private sector need each other to accomplish the successful redevelopment of Tinicum Waterfront. A successful project is one which yields reasonable returns on investment to the Township and the developer and that serves a clear public need and purpose. Continuing development activity and other projects would occur beyond these recommendations. All of the first tier projects listed should be in some form of implementation during the next two years. Second tier projects may be initiated prior to 1990, but for the most part will be started and/or completed during 1991 and beyond. Third tier projects should supplement the previous actions.



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